

Development of Target-Related Motivation in Management Process

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Abstract

Motivation in management process is reported to be a source for performance improvement, which leads to the overall success of projects. This sensitive instrument is vital in management process and has significant impact in all areas of company achievements.

This paper is dedicated to the studies of motivation in management process. It has been presented particular approach of motivation factors selected for staff development implementation success. On the other hand, it was demonstrated priorities of factors depend on circumstances of company development. At the same time, it is reflected method and instrument of measurement for each factor, which are highly important segments of management process.

Keywords

Motivation; Target-Related Pursue; Company Management; Measurement; Evaluation Process and Stage

Introduction

The fact is that there is identification and explanation of motivation given by different authors with different approaches and concepts. A general and fundamental base of motivation is stating of the internal/external factors, which stimulates desire and aspirations of people continually interested and committed in implementations responsibilities and duties. It launches from the positions, identifying and describing by job description creating cognitive perception in target achievement. It is physical need of people for realization ambitions and challenges with expectations in carrier creation and future achievement. For instance, in some cases someone spends extra time for additional knowledge, which has a vital place for a better execution and performance expected to be demonstrated within duties.

Motivation as we can force is sourcing and directing with desire and ambition of people. It can be visible if there are wishes and desire for motivation and they are absent, motivation is absent too.

In some cases someone might have the desire to get something done or to achieve a certain target but if the desire and ambition are not strong enough, it is certain that lack the push, the initiative and the willingness to take the necessary action.

It is obvious that in case of existing motivation, there is initiative and direction, courage, energy and the persistence to follow and achieve expected targets.

A motivated person takes action and does whatever it needs to achieve targets. Motivation is one of the most important keys to success. Lack of motivation means lack of enthusiasm, zest and ambition, whereas the possession of motivation is a sign of strong desire, energy and enthusiasm, and the willingness to do whatever it takes to achieve what one sets out to do [1].

A motivated person is a happier person, more energetic and sees the final positive result in person's mind.

Study of Motivation

Companies are trying to develop a motivation as strong as possible creating appropriate vision, creating an environment of a clear mental image for the reason of understanding of what companies are expecting to achieve

and a strong internal force of implement of achievements [2].

Undoubtedly, motivation and assessment of motivation is one of the important instruments in successful company management process. A success in this process is depending of the behaviour of company. It is a highly vital to identify what philosophy is basing in business development.

We are expecting to present a sensitive area of motivation segments in case of learning organization. There is no doubt that learning organization contents a features embracing following elements systems thinking, personal mastery, mental models, shared vision, team learning [11].

It is required to use general approach of company motivation development that is to identify what actions needed to be done in order to strengthen the motivation of company staff:

1. To set up a company Motto to be able to orient of motivation;
2. To be classified before starting what you are expecting to achieve;
3. Like-mind person definition and assembling as a team for achieving of expected targets;
4. Constantly, affirm to yourself that you can and will success;
5. Others required details.

Fig.1 shows existing link between segments of strengthening of motivation and reward. As it is seen from the Fig.1, there is significant aspect in achievement of motivation on how and what conditions required to be developed for satisfied circumstance.

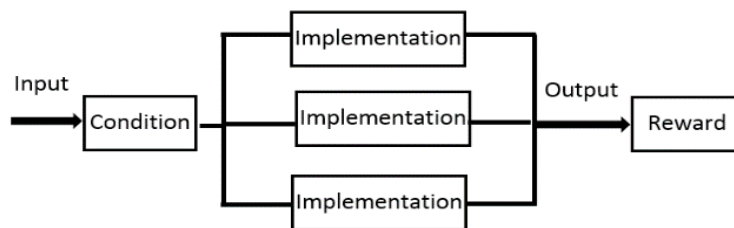


FIG. 1 A LINK BETWEEN STRENGTHEN AND REWARD

A general approach of management process is to measure any available actions in the process of development. In this case measurement of motivation is also very important in human resources management process. What have to undertake and consider in the stage of processing of motivation? What evaluation segment is necessary to be measured? It is obvious that we have to select the details of the whole process of staff performance, which can be assessed.

For this reason it can be selected a number of indicators reflecting staff performance/success. The list of staff performance/success factors are shown as below:

- Analytical skill;
- Creativity;
- Discipline;
- Experience;
- Independence;
- Innovation;
- Knowledge;
- Leadership;
- Presentation;
- Technical skill;
- Decision making.

Honestly, it is the list of staff performance/success factors, which can be measured independently. The process of staff performance/success factors have been illustrated in the Fig. 2.

The process of staff performance/success consists of a number of factors required to be monitored for further evaluation. The main elements are staff development process and action how suitable those elements have integrated into staff performance/success factors. It is necessary to monitor of results of the executed actions in order to see the end picture of the process (Fig. 2). An output can be applied if monitoring of the process would be in the acceptable level and condition for further use.

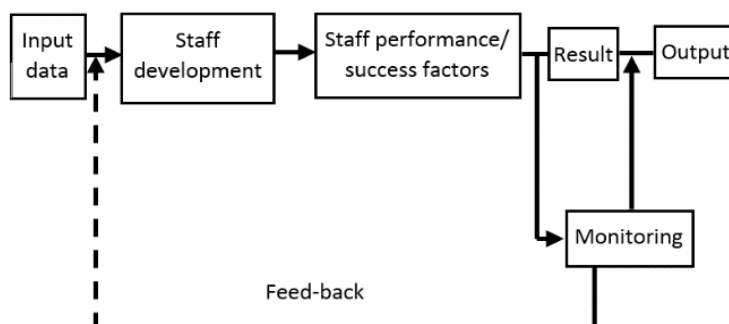


FIG. 2 PROCESS OF STAFF PERFORMANCE/SUCCESS FACTORS MONITORING

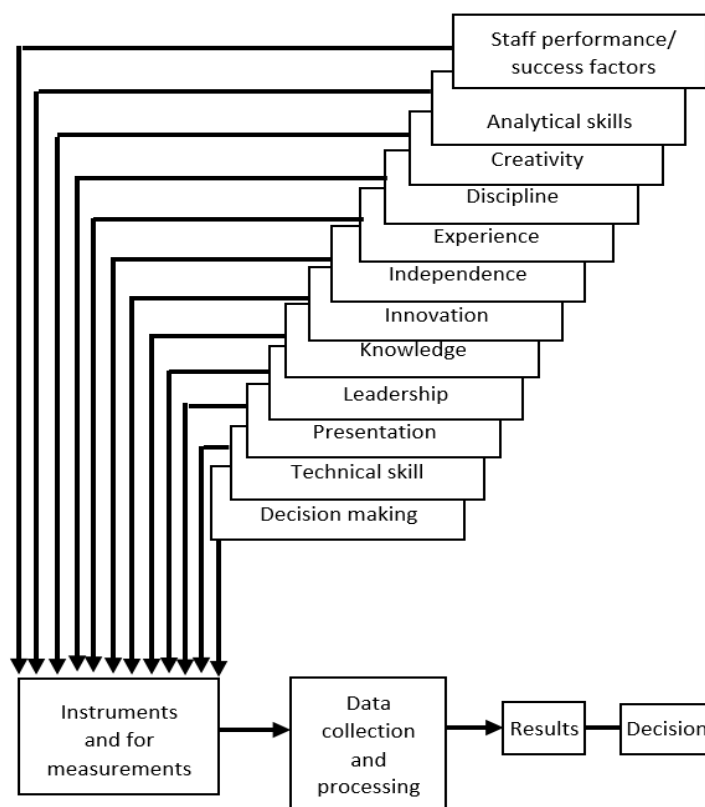


FIG. 3 MEASUREMENT OF MOTIVATION

It is desirable to use of the monitoring process during each done actions in order to clearly record a point in the process required to be changed.

How to measure? It makes necessary to identify staff performance/success factors as the first stage of measurement (Fig. 3).

It has to be collected all indicators and pass assessment based on the instrument and modelling for processing developed for this purpose. The next phase of measurement is dedicated to the data collection coming after processing stage. The final result opens opportunity for decision making.

Motivations in learning organization have different bases due to the particular approach of motivation factors. This case demands additional factors with exceptional segments. At the same time, priorities of motivations are different. It makes necessary to create a foundation oriented of consideration of learning organization as mentioned

above. A priority of such approach is moving staff education process for instance opportunity for bachelor or master degree as well as PhD where applicable, in the first point of motivation.

An important aspect of determining how to measure motivation is to understand what type of motivation one is attempting to capture. Thus, in exploring the measures of motivation, the present article takes into account different dimensions of motivation. In particular, we highlight the distinction between the outcome-focused motivation to complete a goal [4, 10] and the process-focused motivation to attend to elements related to the process of goal pursuit – with less emphasis on the outcome. Process-related elements may include using “proper” means during goal pursuit [9, 14] and enjoying the experience of goal pursuit [5,7,12,13]. In some cases, particular measures of motivation may help distinguish between these different dimensions of motivation, whereas other measures may not. For example, the measured speed at which a person works on a task can have several interpretations.

Data Collection and Measurement

There are traditional methods for measurement of motivation factors. One of them is Cognitive and Affective Measures of Motivation. It bases on statistical data containing of social psychologists conceptualize a goal as the cognitive representation of a desired end state. According to this approach, targets selected for analyzation and measurement are organized in associative memory networks connecting each selected target to corresponding constructs. Goal-relevant constructs could be activities or objects that contribute to target achievement and attainment [13]. Cognitive and affective measures of motivation include the activation, evaluation, and perception of these expected for achievement targets.

It is offered other methods for measurement of motivation based on degree to which target-related concepts are accessible in memory. Specifically, the greater the motivation to pursue/achieve a target, the more likely individuals are to remember, notice, or recognize concepts, objects, or persons related to that targets.

A related measure of motivation is the inhibition of conflicting constructs. In contexts where target pursuit is faced with conflicting desires that may interfere with the focal identified target, the motivation to pursue the target can express itself through the inhibition of constructs related to these conflicting targets. Functionally, this inhibition allows individuals to pursue the focal targets without being distracted by thoughts related to other goals.

Motivation can also be measured in terms of level of performance at a target-related task – especially if performance is variable and integral to the selected target. Performance measures include accuracy, amount (i.e., how much has been done), and highest level of achievement. For example, to demonstrate the effect of priming on motivation, [3] measured motivation through participants’ performance at five word search puzzles and showed that participants primed with achievement found more words than did control participants, that is, they were more motivated to achieve. To show that proximal main or minor targets are more motivating than distal targets.

Process-focused motivation refers to dimensions of motivation concerned with elements related to the process of targets pursuit and stems from the internal benefits (enjoyment, boost to self-image) associated with pursuing a target – with less emphasis on target achievement.

Means-focused motivation refers to people’s desire to use “proper” means in the process of target achievement. Specifically, means-focused motivation is concerned with “how” actions are performed and emphasizes adherence to the rules, principles, and standards set by the self, relevant others, or society (e.g., completing ten tasks accurately, making money honestly). This motivation can arise for a variety of reasons basically related to human behaviour aspect. Individuals might focus on the means of target achievement because they want to learn or master target-related or oriented tasks. In this context, the outcome might be secondary to the learning process [6].

Indeed, individuals are continually motivated to maintain a positive self-concept [8]. Thus, an employee will apply herself at each task of a project because it will make her feel “competent.”

Conclusion

This paper is dedicated to the motivation process and its measurement. There is no doubt that motivation is one of main segments of the organization management process. It is highly important for the companies with a trend of

continuously improvement and rising based on the learning philosophy.

It has been demonstrated selection and identification of required motivation factors for definitions with further processing. It reflects a vital importance of correct selection of factors in order to be able to use in organization management process.

At the same time, motivation factors have to integrate into the system for measurement. It should be meet SMART system requirements to be measurable with aim of further use in clarification of the motivation aspects of employment which can be play a significant place in staff management process.

Motivation factors and those measurements are undertaking in this paper and showing suitability and success in organization management process.

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